



DEPARTMENT OF THE ARMY
HEADQUARTERS, UNITED STATES ARMY, EUROPE, AND SEVENTH ARMY
THE COMMANDING GENERAL
UNIT 29351
APO AE 09014

AEAGA-S

6 November 2001

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: USAREUR Command Policy Letter 3, Safety

1. References:

- a. AR 385-10, 23 May 1988, The Army Safety Program.
- b. FM 100-14, 23 April 1998, Risk Management.
- c. USAREUR Pamphlet 350-205, 1 October 2001, Catalog of USAREUR Institutional Training Courses.

2. Safety is a leadership responsibility. Since leaders are responsible for the safety of all assigned personnel, they must give safety high priority. To ensure successful mission accomplishment and the safety of our personnel, leaders will do the following:

- a. Adhere to standards, use an effective training system, and integrate risk management into every step of their planning, training, and execution. These requirements are critical to successful mission accomplishment.

- b. Establish a command climate that supports risk management. Leaders at every level will use FM 100-14 to integrate risk management into all activities. Commanders responsible for a mission are authorized to accept low and medium levels of residual risk. High levels of residual risk must be elevated to at least the battalion or brigade level for decision. Extremely high levels of residual risk must be elevated to the first general officer in the chain of command for decision. Measuring risk-management activities of leaders and soldiers in officer and noncommissioned officer (NCO) evaluation reports as required by AR 385-10 ensures emphasis is placed on correcting identified hazards and on accomplishing missions effectively but safely.

- c. Train personnel to standard. When our soldiers are trained to standard in their individual and collective tasks, they are safer. Demand performance to standard and take decisive action when standards are violated. Approve deviations from standards only after conscientious application of the risk-management process.

- d. Raise awareness of personal risk, and insist that personnel develop a sense of responsibility for the well-being of themselves and for others by using risk management as a skill for life. Discourage off-duty behavior that could cause injury or death.

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e. Systematically identify and eliminate hazards.

f. Ensure that unit safety officers and safety NCOs are appointed on orders and attend the Safety Officer/NCO Course (SOC 40) within 90 days after being appointed.

3. Safety is a force-multiplier that applies to everything we do. In essence, safety is the result of doing the right thing the right way. This requires training; but no training event is worth injury to a soldier or civilian. Our training, however, must be rigorous to maintain readiness. To be able to train in a way that safely pushes the limits of endurance, commanders will personally ensure risk management and check on how their personnel and units execute tasks. This demands vigilant leadership to ensure safe and successful accomplishment of our missions.



MONTGOMERY C. MEIGS
General, USA
Commanding

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